

REPORT TO: POLICY & RESOURCES COMMITTEE – 10 JUNE, 2013

REPORT ON: CUSTOMER SERVICE REVIEW – DEVELOPING A CUSTOMER FOCUSED CULTURE

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 236-2013

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to recommend the implementation of a Corporate Customer Charter which is supported by a Customer Service Training Strategy and an E-Learning Module.

2.0 RECOMMENDATIONS

2.1 Agreement is sought for the following:

- agree the Corporate Customer Charter in Appendix 1
- agree the Training Strategy in Appendix 2
- note the E-Learning Module on Customer Care
- agree the E-Learning Module will be piloted with the Changing for the Future Customer Service Group and Strategic Management Team
- note a Communications Strategy will be developed for the implementation of the Customer Charter

3.0 FINANCIAL IMPLICATIONS

3.1 The costs associated with the Customer Service Training Strategy will require to be funded from departmental training budgets.

4.0 BACKGROUND

4.1 The Changing for the Future Customer Service Project Group, chaired by the Chief Executive, has identified that the Council should provide services citizens need in an efficient and customer focused manner and that customers will be very satisfied with the experience of using a Council provided service – whether by phone, internet or within a local office.

The Project Group set up three short-life sub-groups. One of these groups was tasked with developing a customer focused culture this sub-group was led by Greg Colgan, Finance and Corporate Services Manager (Housing) and included the following outcomes:

- develop a Corporate Customer Service Charter outlining standards for best practice in customer service
- develop a training strategy to equip all staff with the necessary knowledge and skills to deliver the Charter

- design an E-Learning Module on Customer Services to become part of the induction training for all new starts

The sub-group comprised of staff working across all departments within the Council and included staff with customer facing roles.

5.0 CUSTOMER FOCUSED CULTURE RECOMMENDATIONS

- 5.1 A main recommendation is the implementation of a Council-wide Customer Charter, as shown in Appendix 1. It was recognised that some departments currently have Customer Charters for service specific purposes. In order to avoid duplication, the proposed Customer Charter is generic and contains principles. Adopting these principles will ensure a consistent service is provided across all departments within the Council.

The communication and implementation of the Customer Charter will form part of a Communications Strategy which will be developed.

The Customer Service Training Strategy, as shown in Appendix 2, provides a framework for departments to select the most appropriate training for the differing services provided within the Council. These include:

- Customer Service Excellence
- Scottish Vocational Qualifications
- Customer Service Professional:
 - = Awards Level;
 - = Certificate Level;
 - = Professional Development Award
- Internal Workshops
- E-Learning Module as part of the Council's induction programme

Appendix 2 provides suggestions on appropriate qualifications depending on the role and level of responsibility. This list has been produced with the assistance of the Corporate Training Team.

An E-Learning Module outlining the Customer Charter is currently being developed. The Customer Care Module will be used as a training tool for all front line staff, along with becoming part of the Council's induction programme. The Module contains basic information on Customer Care and similar Modules have been implemented within other Local Authorities.

6.0 POLICY IMPLICATIONS

- 6.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality and Impact Assessment and Risk Management. There are no issues in this regard to report on.

7.0 CONSULTATIONS

7.1 The Council's Strategic Management Team has been consulted on the preparation of this report.

8.0 BACKGROUND PAPERS

None.

DAVID K DORWARD
CHIEF EXECUTIVE

MAY 2013

Dundee City Council – Customer Charter

We will:-

- Be open and honest and explain our decisions
- Deal with your enquiry promptly and explain reasons for any delay
- Provide choices around how you access our services
- Give you the information you need about our services
- Listen to what you have to say
- Treat you with respect and courtesy
- Aim to get things right first time
- Apologise to you when we get things wrong and then put things right



LEARNING AND WORKFORCE DEVELOPMENT **CUSTOMER SERVICE**

Customer Service Excellence

Dundee City Council is committed to ensuring that customer focus is central to how services are delivered. Services which are responsive, timely and communicate professionally, will require employees to be equipped with the right skills, knowledge and expertise in different departments and at different levels within the organisation. It is, therefore, suggested that the range and scope of staff training, development and assessment activity outlined below are agreed as a way forward to deliver effective and responsive services.

This is a combination of e-learning, workshops, SVQ assessment and Customer Service Professional online.

SVQ

Scottish Vocational Qualifications (SVQ) are nationally recognised qualifications which are completed in the workplace. SVQ's assess the skills and knowledge people have and need to perform their job effectively. The levels are II, III and IV. This is the competency route which would align with the Customer Service Standards which would be recommended by Learning and Workforce Development.

CSP

'Customer Service Professional (CSP) has been developed in partnership with the Improvement Service and Local Authorities. The 'Customer Service Qualifications' are transferrable qualifications. This provides staff with the necessary skills to deliver improved customer service, providing recognition of the importance of professionalism in the workplace. Three levels are available for this, The Award, Certificate and PDA (Professional Development Award). This is an online qualification.

Workshop

A half day workshop can also be developed for front-facing staff.

Induction

All members of staff within the Council to be made aware and complete Dundee City Council's induction module and the specific e-learning package about to be developed specific to 'Enhancing the Customer Experience'.

Underpinning Knowledge, Foundation and Accreditation for Employee Development

There are a number approaches that the Council can take to this depending on the job roles and level of responsibility, e.g. supervisory roles, or front-facing services. The undernoted list is not exhaustive and are suggestions only as most qualifications will be specific to the role.

Role	Minimum standard	Non Accredited	Accredited
Front facing, e.g. receptionist, telephonists, contact centre.	Induction Module: Enhancing Customer Experience.	Customer Service E-Learning Modules: <ul style="list-style-type: none"> • Caring for your Customers; • Putting Customers First; • Option to deliver half day workshop. 	SVQ 11 in Customer Service. Potential Award CSP.
Front line service delivery, e.g. libraries, leisure centres, benefit, housing offices, etc.	Induction Module: Enhancing Customer Experience.	Customer service E-Learning Modules: <ul style="list-style-type: none"> • Caring for your Customers; • Putting Customers First. 	Award CSP.
Supervisors	Induction Module: Enhancing Customer Experience.	Customer service E-Learning Modules: <ul style="list-style-type: none"> • Caring for your Customers; • Putting Customers First. 	SVQ III, or ? level IV depending on role and/or Certificate CSP.
Managers/Leaders	Induction Module: Enhancing Customer Experience.		Certificate CSP. Professional Development Award.